

**Joint Meeting  
Missouri Training and Employment Council  
Workforce Network of Kansas Board**

Marriott Downtown  
Kansas City, Missouri  
July 17, 2007  
9:30 a.m. – 12:30 p.m.

**Missouri Training and Employment Council (MTEC) Attendees:** Lewis Chartock, Garland Barton, John Gaal, Nancy Headrick, Don Hester, Herb Johnson, Gil Kennon, Joe Knodell, Miguel Meneses, Mary Moore Johnson, Rich Payne, Henry Shannon, Cheryl Thruston, Deb Vandevender, and Ajamu Webster

**Workforce Network of Kansas (WNK) Board Attendees:** Gerald Cook, Ed Berger, Karin Brownlee, Doc Conder, Rae Anne Davis, Val DeFever, Eddie Estes, Mike Fleming, Kathy Greenlee, Vern Jarboe, David Kerr, Larissa Long, Criss Mayfield, Lynn Peterson, Candy Shively, Dorothy Stites, and George Webb

**Staff:** MTEC: Rose Marie Hopkins, Glenda Terrill, Trish Barnes; WNK: David Brennan

**Other Attendees:** Division of Workforce Development: Rod Nunn, Dawn Busick, Mark Bauer, Roger Baugher, Clinton Flowers, Sue Sieg, and Jason Gatz; Northeast WIB: Cyndi Johns; Northwest WIB: Becky Steele; Ozark Region WIB: Bill Dowling; MERIC: Mary Bruton, Franciena King; DOL-ETA: Emily DeRocco; Byron Zuidema, Robert O'Brien, Phillip Moreland; St. Louis Community College: Don Robison, Jane Boyle; MERS/Goodwill: Jeff Cartnal

**Call to Order/Welcome Comments**

Lewis Chartock, MTEC Chair, called the meeting to order and introduced Gerald Cook, Chair of the Workforce Network of Kansas. In his opening comments, Dr. Chartock explained there will be much discussion during Workforce Innovations about the WIRED grant in the Kansas City metropolitan area and a specific report on it in this meeting. The purpose of this meeting is for the two state workforce boards to discuss the commonalities and differences of each state in relation to the workforce system. This meeting is to discuss the entire workforce system in each state, how they work, and what they do. He reinforced that both boards understand the importance of a trained and competent workforce as either state's greatest economic development tool but a trained and competent workforce is also the backbone of any community. While both states have major metropolitan areas, both have significant rural areas as well.

Dr. Chartock reviewed the agenda and then turned the meeting over to Mr. Cook.

### **Welcome Comments/Introductions**

Mr. Cook thanked everyone in attendance for being present. He noted that this is a unique meeting as this is the first in the Midwest where two state workforce boards have met together. He also emphasized this meeting is to discuss common issues and possibly common problems and to allow for discussion. Mr. Cook introduced Byron Zuidema, the Regional U. S. Department of Labor (USDOL) Education and Training Administration (ETA) representative from Chicago. Mr. Zuidema introduced Robert O'Brien and Phillip Moreland, who are the federal representatives for Missouri and Kansas.

Mr. Cook had everyone in attendance introduce themselves and their professional affiliations.

### **Letters from Governors**

Mr. Cook stated that there are letters from each Governor in the meeting packet. He said Governor Sebelius sends her greetings. Dr. Chartock stated that Missouri's Governor Blunt also sends his greetings and applauds the two state boards for meeting together.

### **Overview of Kansas' Workforce Efforts**

Rae Ann Davis, Deputy Secretary of Workforce Development for the Kansas Department of Commerce, stated it has been three years of change for Kansas but they are seeing benefits. The mission in Workforce Development is to provide workforce solutions to Kansas businesses and job seekers. Operations have concentrated on three guiding principles: to focus limited resources for the greatest impact, to use the state's resources strategically to build training capacity, and to focus on development of a sustainable workforce. To achieve these principles, Kansas is using both internal and external resources through public institutions, vendors, and other options in order to develop a workforce that will draw employers to Kansas.

Ms. Davis described current initiatives in Kansas. A third generation WIRED grant was approved in South Central Kansas focusing on polymer composite research and manufacturing in respect to the strong aviation industry around Wichita. The project is also concentrating on the healthcare industry. Kansas is hoping to develop food research and gain expertise of more uses for composites in the healthcare industry so that South Central Kansas can ultimately become the center for composite expertise.

In regard to prisoner re-entry projects, the Kansas Department of Commerce is working with the Department of Corrections and local community correctional institutions to identify offenders who are about to reenter society to get them in training programs. Kansas also works with employers who are interested in considering that population for potential employees. Ex-offenders are entered into training programs such as for the manufacturing skills certification to a meaningful certification for employers. As a part of Kansas' certification focus, the manufacturing skills certification in the Wichita area will eventually be available statewide in conjunction with employers and local education institutions. Kansas is working with the transportation industry to create a transportation certification. Kansas is also working on a cross

industry work ethics certification that could be part of all these certifications. The ultimate goal is to be able to present a skilled workforce to industry through meaningful certificates. Included in this effort, is the creation of a Career Readiness Certificate based on ACT's WorkKeys. The Kansas certificates will also include three levels of testing (reading for information, applied mathematics, and locating information) and three levels of certification that can be earned (bronze, silver, and gold).

Approximately \$1.1 million has been awarded to Kansas from USDOL for the Disability Navigator Grant which will allow Kansas to hire disability navigators in each of the five local areas. There will be one navigator in each local area to help disabled job seekers find work and training while assisting staff in learning better ways to serve that population.

Kansas has also received two National Emergency Grants (NEG) due to devastating ice and snow, a tornado that destroyed a town, and flooding. For flooding in Southeast Kansas, the state received a \$10 million grant to provide assistance for 18 counties. The Greensburg tornado completely destroyed the town of about 1,400 people with a workforce of 850. Since Greensburg was totally destroyed, there was no place to stage workforce operations so Kansas purchased a mobile workforce unit with a portion of a \$20 million NEG. Other uses of the grant will be for clean up and rehabilitation assistance. The mobile unit will allow staff to respond quickly to future disasters and other economic events such as layoffs. It can also be used for job fairs at remote locations, in a town where there is no career center, or to deliver individual company training. The unit has 12 computer labs and is completely accessible. Ms. Davis related an experience from one of the local WIBs regarding a training program for oil companies. The companies were excited and gave positive feedback on this training but were not enrolling employees as the oil companies didn't want to send employees into the community colleges for fear of recruitment by other companies. Using the mobile workforce unit, this training can be provided to the workers while not exposing them to those situations.

The Kansas Department of Commerce has an employer-focus where staff is expected to help employers with specialized assessments and recruitment activities. Kansas believes that an employer focus is the most promising way in which the public workforce system can act on workforce development. Kansas is promoting this employer-focused direction to benefit job seeking individuals. System-wide staff training is under development to focus on the employer-wide direction, which will attract partners system-wide to focus on such things as One-Stop Partnering.

To better serve job seekers and employers across the state, Kansas has begun a remote access project. If there is no career center nearby, then Kansas' Workforce Development can partner with the public library, the community college, or other higher education institution. The use of

high definition video conference equipment is being piloted across the state as a way to allow people to interact with workforce center staff in a way that feels very personal. The individual can even split the screen to work on a document and interact with the staff member at the same time.

Kansas is in the midst of a workforce study to determine the gaps between the higher education training system and the available jobs in high demand, critical industries. The Workforce Network of Kansas was the main funder of this monumental study. The report is expected to identify the top occupations within the top industries and the gaps that currently exist in the training system by fall so that the information can be taken back to the state board and cooperating agencies to determine the next steps in addressing those gaps.

Ms. Davis then reported that Kansas is working jointly with Missouri, Iowa, and Nebraska on the Heartland Talent Pipeline. This four-state collaboration is expected to develop a career pipeline to allow adults to create a portfolio that identifies training, skills, and experience as well as for children to use the portfolio provided by the educational system. Job seekers could use it for posting a resume (like on a career builder) and employers can use it to see the available job pool, as well as the pipeline of talent coming into the system from pre-K through college to see what people are being skilled up to do. The four states have submitted a proposal to USDOL for funding and created a baseline that can be developed for national deployment but get individualized to each state.

Kansas is also establishing a statewide workforce system branding effort. The state board has invested a significant amount of time and discussion on this topic. The state board is working to develop a marketing plan and implement a statewide brand that can be used by all of the local WIBs as well as to allow the system to be marketed across the state. Kansas anticipates this will attract new business and help to get the services out to the public.

### **Overview of Missouri's Workforce Efforts**

Rod Nunn shared Governor Blunt's belief that Missouri's ability to turn a pro-business climate into real opportunities hinges on having a skilled workforce. Missouri's Skilled Workforce Initiative is geared towards quality family supporting and high wage jobs. Missouri's mission is to improve its competitiveness.

Missouri has entered into a very ambitious system transformation with eight core values:

1. **Innovation:** Since new products and processes drive workforce excellence, Missouri researches to find the best in class solutions to assist the workforce system in becoming more responsive in today's market.
2. **Adaptability:** This is the ease to which DWD responds to the pace of the change going on in the market.
3. **Forward Thinking:** The application of workforce intelligence to get ahead of the plight of workers and businesses.

4. Excellence: This is the best in class solutions.
5. Customer Focus: DWD believes that the ultimate form of employer customer service is to provide them with a skilled workforce while getting the job seeker the skills needed to compete for jobs.
6. Strategic Alliance: DWD works across agency lines.
7. Competitiveness: For Missouri to have the quality of workforce that will attract business expansion.
8. Accountability: Responsible use of funding and resources.

Even though Missouri has lost 7,000 manufacturing jobs since 2000, much effort is being made to replace those jobs with high technology industries making skill development important. DWD is working with the local WIBs to retool the career centers for a skills-first approach where the primary function is serving the job seeker by providing an employment and training plan to assist in self sufficiency.

Missouri is working to grow its own workforce through the Department of Economic Development using post-secondary and higher education graphics to see how Missouri can progress in math, engineering, technology, and science occupations. DWD is focused on industry clusters with an emphasis on common supply chains.

Governor Blunt is committing all discretionary workforce funds in the previously noted WIRED-like Skilled Workforce Initiative (SWI). The major approach of the SWI is talent development.

In an effort to be more proactive, DWD is transitioning traditional hierarchical organization to networked government by increasing responsibility to local WIBs. Although the WIBs receive WIA funding, they are also responsible for administering TANF Employment Training funds and Wagner-Peyser 10% discretionary funds. Unique to Missouri is elimination of a layer of bureaucracy within this system by giving functional, programmatic authority of DWD staff to local WIB operators. DWD is also working with faith and community-based organizations very closely in a similar way.

DWD is attempting to grow a forward looking system by using a portion of the 25% Rapid Response funds for layoff aversion. Six or seven regions have established early warning networks where they actually work with local partners in economic development and education to identify signs that a business is in stress in order to do something before a warn notice is filed. Previously, a business representative would go to a business to offer assistance when a warn notice had been filed. DWD wants business services to be more of a human resources diagnostic process where the business representative meets with the company to map out soft skills, employment retention issues and then design customized solutions.

Missouri's workforce system consist of 42 career centers, GreatHires.org, community access points, and is exploring the idea of a virtual career source that has the same brand as the Missouri career centers. Missouri's system also has 14 WIBs, 10 economic regions, 7 regional sales teams, 6 innovations centers, 32 small business development centers, 12 community college districts, 58 vocational and technical schools, and 6 research universities. DWD is making efforts to coordinate these assets regionally.

When Missouri first was approved for the WIRED grant for the Kansas City metropolitan area, that was the beginning of significant coordination between Missouri and Kansas. Mr. Nunn described a number of things that the two states have in common: both share a passion for re-imagining the way workforce development services be offered for the customer, communities, and businesses; the focus on skill development as the solution that the system is more than only about getting people jobs but rather getting people into skills training and talent development; the Career Readiness Certificate, of which Missouri has issued 8,500 over the last two years; the SHARE Network; identical waivers; interest in a more strategic use of labor market information resources; shared target industries; and the desire to ensure career centers or One-Stops have consistent quality.

Similar to Kansas, Missouri has the Missouri Re-entry Process where DWD works with the Department of Corrections (DOC) in getting newly released inmates appointments at the career center. This is when the inmate learns about the services offered and receives assistance to obtain skills and work.

### Discussions

In response to the information presented by each state, Henry Shannon requested the presentations be e-mailed to the board members. He praised the information presented.

Mr. Cook stated that one thing that Kansas hears repeatedly is the question of where Kansas will get workers in the future and asked, since Missouri grows their own, about other initiatives that Missouri is doing that emphasize the importation of workers. Mr. Nunn replied that Missouri is negotiating performance measures with USDOL to reflect the migration of workers who live out of state but work in Missouri, which creates an abundant supply of workers through importation.

Kathy Greenlee, the Kansas Secretary of Aging, stated that both states have senior workers because seniors either need the income or because 65 isn't that old anymore and they want to keep working. Ms. Greenlee asked how each state is taking care of the senior workers. Ms. Davis stated the Kansas state board passed a policy that would add senior workers to the chartering process for all of the centers. Kansas put together a strategic plan involving statewide partners actively engaged with senior workers. She requested a focus on ways for serving older workers and ways to work with employers to help change the mindset about the type of work environment that might be attractive to an older worker. Mr. Nunn replied that Missouri has positive innovations happening to deal with the senior worker.

Nancy Headrick stated that Ms. Davis mentioned that each state needs to work across agency lines and asked Ms. Davis to provide more detail as to what Kansas is doing in this regard. Ms. Davis replied that three years ago, Governor Sebelius moved the workforce development programs from the Kansas Department of Labor to the Kansas Department of Commerce. The driving purpose behind that was to give the programs a greater business focus and to partner with economic development programs. Another critical component of that reorganization was an initiative to partner workforce development with higher education's vocational and technical training. Kansas has worked to align the activities of the higher education system with economic development and workforce development, as illustrated by the manufacturing skills certification. The schools in south central Kansas have formed a consortium called the Kansas Institution for Technical Excellence (KITE). The Department of Commerce helped fund the curriculum that KITE developed in conjunction with the aviation industry to develop the manufacturing skills certification, focused on sheet metal workers in the aviation industry. Kansas financed the curriculum, the employers committed energies into curriculum development, and the education community directed resources toward curriculum development. WIA funds are now used to support initial training toward this certification.

Ms. Davis commented that Kansas would like to include an ethics component into every certification. Ed Berger stated that the manufacturing skills certificate does have a work ethic component integrated into it. The institutions are investigating ways to have work ethics courses attached to certifications.

Dr. Chartock asked Mr. Nunn where the 7,000 jobs Missouri lost went. Mr. Nunn stated that many of these jobs went to the international market.

Mr. Cook stated that Kansas, like Missouri, has primary outreach sources and is trying to maximize use of those resources. Mr. Cook explained that Kansas was previously decentralized but is now centralizing so that each area of the state has continuity of services. He found it interesting that Missouri is trying to decentralize everything and keep that same focus. Mr. Cook feels that both states are approaching it in a similar way but from different directions.

Dr. Chartock stated that there is a question about how much autonomy the local boards have when they must give out money within certain categories. Byron Zuidema, USDOL ETA, stated that the local board must be allowed to do its job. He believes strongly in the three way partnership between the local boards, state leadership, and USDOL. His perspective is if these two state boards can really understand that they are in business together then it is important for the state leadership to have some commonality and understand strengths and weaknesses, how the developed partnerships are used in terms of how to be connected with the local system, which has similarities and differences. He stated that the most relevant thing to understand is one's business as a starting point and later come to understand how to concentrate on a federal

resource and put it to work. Mr. Zuidema suggested not to focus on what USDOL wants but encouraged the boards to focus on their industries and what they want. He congratulated the boards for meeting because this is the first time that two state boards have met to discuss how to build an economy across state lines.

**Emily DeRocco, Assistant Secretary for Employment and Training, USDOL**

Secretary DeRocco provided brief comments in support of the historic joint meeting. She acknowledged everyone in their respective positions for doing great things in representing the interests of each state.

Secretary DeRocco closed her comments by reinforcing that USDOL is available for the boards.

**OneKC WIRED**

Paul Scianna, OneKC Project Director, introduced OneKC WIRED to explain that Kansas and Missouri have entered into a strong cooperative relationship for this initiative. Kansas City has become the envy of many of the WIRED regions because of this strong relationship.

There are 27 different initiatives under the OneKC banner. One of the more visible is the ThinkKC or OneKC campaign that covers 2 states, 18 counties, and 50 communities. Using the WIRED grant, OneKC is working to bring together resources from both states to focus on talent and workforce development while looking toward the future.

The OneKC WIRED initiative is taking a set of existing independent activities from throughout the region encompassing workforce development, economic development, and education and training and incorporating them into a comprehensive system.

The three industry areas receiving special focus are advanced manufacturing, biotechnology, and healthcare as they include the common denominators of innovation and entrepreneurship. Each of these areas has five goals: building capacity; creating infrastructure and new platforms; expanding skill sets of the current workforce; developing an educational continuum; and regionalism.

In the healthcare area, the lack of facilities and the lack of faculty are serious limitations. As result of the partnership with the Metropolitan Healthcare Council, the Clinical Faculty Academy was created to allow bedside nurses to stay employed by hospitals. The academy is actually an extension of the nursing school's faculty. For every one clinical faculty member, enrollment has increased by eight nursing students. The overall goal at the end of three years was to increase enrollment into the Kansas City area nursing schools by 10% or 200 students. The program has been so successful that after only one year, nursing enrollments have already increased by 300 students. It is now anticipated that there will be a 30% - 40% growth in nursing school



enrollments instead of 10%. Another program is the nurse re-entry program to bring nurses back into nursing who have left nursing of their own choosing. A third healthcare program is the faculty assistance program where baccalaureate degree nurses are being sent back to school for masters degrees to become instructors at nursing schools.

OneKC is working closely with the Kansas City Area Life Sciences Institute on Animal Health Innovation Grants. The areas where this project was used received a six to one return on investment. The Life Sciences Institute proposals included the following criteria: the individual must be a researcher with an intellectual property protection so that the product won't be commercialized or patented; and the individual must have a private sector industry partner that is willing to engage in commercialization. Two grants have been awarded to date with six more proposals currently under review to be announced in September.

The KU Career Training Project focuses on bioscience and incumbent worker training to bring the skill sets up to meet the advancing technology. Through traditional Lifelong Learning Accounts (LiLAs), the employer and employee contribute money into an account to be used for training. WIRED funds a portion of the cost. In addition, some area industries have tuition reimbursement programs where LiLAs will pick up where they leave off.

Project Lead the Way is a rigorous high school pre-engineering curriculum. The Kauffman Foundation was so supportive of this program that it sponsored Project Lead the Way for all high schools in the five-county area. However, this is somewhat complicated as the schools need to reconsider current budgeting, the effectiveness of current programs, and how they allocate resources. The Kauffman Foundation issued a \$2.7 million challenge grant, of which \$40,000 was funded from WIRED. Approximately 2,000 high school students, on both sides of the state line, enrolled in Project Lead the Way this last school year, which is an increase of 578 students from the previous year and 200 students from the year before that. Mr. Scianna expects 3,000 high school students to be engaged in vigorous math, science, and engineering courses this next year. Project Lead the Way is based on very vigorous math and science skills, teamwork, and soft skills components.

The OneKC Regional Workforce Council included the seven WIB directors and chairs, representatives of the three industry clusters, higher education, and secondary education in the effort to create a common skills development brand in the area. The brand is anticipated to reflect the total customer experience that people have once they walk into the place of business. The council is trying to make sure that there are common assessment tools recognized by both states.

Joe Knodell asked if any barriers were met while trying to get the schools to participate in the overall initiative. Mr. Scianna replied the only issue is that there has not been total saturation with the school districts. There is one partner who is working with the Kansas City, Kansas and Kansas City, Missouri school districts.

Nancy Headrick stated that Project Lead the Way has an extremely rigorous curriculum so the enrollment is also rigorous. All of the components that cause a teacher to leave (curriculum is not developed and the need for professional development) are built into the program for those teaching a Project Lead the Way course. This encourages teachers to stay, even those close to retirement. Missouri is one of seven states providing funds to develop a biomedical program with Project Lead the Way. The Department of Elementary and Secondary Education will be piloting it in test sites in Lee's Summit in the Kansas City area and Hazelwood in the St. Louis area. Funds will also be provided this year to develop an agricultural curriculum with the same format.

Karin Brownlee stated that several entities were discussed and asked about outcomes. Mr. Scianna replied that for every engaged person in certain programs in the Department of Labor, there are three common measures: how many people are entering employment, what kind of wage change or earnings increase did they have, and what kind of retention. Each initiative has its own set of measurements, which reflect sustainability.

Mr. Scianna stated that OneKC has had several opportunities available as a WIRED region that would not have been possible without the WIRED grant. Kansas City was one of three sites selected for a National Science Foundation's Advanced Technological Education (ATE) Center. These centers are located at community colleges and are designed to produce more than technician/technologist-type positions. One of these ATE Centers that could be very financially lucrative for the community college system. In conjunction with the Kauffman Foundation, OneKC brought together three area community colleges for options to create the strongest proposal. One proposal was submitted for bioscience and the other was for engineering. The collateral good that came out of this process was that the three community colleges recognized the importance of agreeing who has the best programs in certain areas in order to stop duplicating programs but rather to cooperate with each other. The final result has been to complement instead of compete.

#### **Closing Comments/Adjourn**

Mr. Cook would like for the two state boards to meet again in six months to one year. He noted that he learned a lot and both states seem to have a lot to share. Mr. Cook thanked the board members for attending and thanked the staff for organizing the meeting.

Being there was no further business, Dr. Chartock adjourned the meeting at 12:30 p.m.